

DEP Lean VII Projects

- **Office of Adjudications: Revisit/Revise Hearing Procedures & Rules of Practice**
 - **Air Quality Monitoring Data Acquisition Improvement Project**
 - **Surplus Property Review Process Standardization**
 - **Solid Waste Facility Individual Permits**

DEP Sponsor: Commissioner Amey Marrella
Sensei/Teacher: Fred Shamburg, Leanovations, LLC

Agenda May 17-21, 2010 8:30 a.m. to 4:30 p.m. (1/2 hour lunch)

Note: Coffee and juice will be available in the morning each day in Conference Room 4B. Be “green” and bring your own coffee mug and glass each day since none will be provided! Teams may bring their own snacks each day. All the supplies that the teams will need to participate in the event each day will be provided in their rooms with the exception of a laptop, thumb drive, and digital camera which they should bring with them. Human Resources will collect leftover supplies for future teams’ use.

Day 1. Overview and “Fact-Finding Day” – May 17

Logistics: All project team participants will **meet as a group in the Russell Room** in the morning. Each project team has also been assigned to a conference room and will break out to their rooms in the afternoon. Each team will report their day’s activities to all project team members and indicate what they will accomplish the next day.

- Room 4C – Surplus Property Review Process Standardization Team/Report out at 3:30 p.m.
- Room 4B – Solid Waste Facility Individual Permits Team/Report out at 3:45 p.m.
- Room 4D – Air Quality Monitoring Data Acquisition Improvement Project Team/Report out at 4:00 p.m.
- Room 2B – Revisit/Revise Hearing Procedures/Rules of Practice Team/Report out at 4:15 p.m.

Overview: Introduction/Outline for the week-long DEP Lean Event; Training on Lean Principles and Transformation Tools (e.g., Value Stream Mapping, Spaghetti Diagram, Eight Wastes, PDCA, Standard Work, Key Performance Indicators, Visual Controls, etc.); Project Team Roles and Responsibilities: Sponsors, Leaders, Members, and Champions. Begin collecting data. Walk the process using the spaghetti diagram tool. Report out to all project team members.

- Room 4C – Surplus Property Review Process Standardization Team/Report out at 3:30 p.m.
- Room 4B – Solid Waste Facility Individual Permits Team/Report out at 3:45 p.m.
- Room 4D – Air Quality Monitoring Data Acquisition Improvement Project Team/Report out at 4:00 p.m.
- Room 2B – Revisit/Revise Hearing Procedures & Rules of Practice Team/Report out at 4:15 p.m.

Day 2. Kaizen Event – “Discovery Day” – Value Stream Mapping – May 18

Logistics: Each project team has been assigned to a conference room and will meet for the greater part of the day. Each team will report their day’s activities to all project team members and indicate what they will accomplish the next day.

Overview: Value Stream Mapping (VSM) is being used for each of the four projects. VSM refers to the activity of developing a high-level visual representation, from start to finish, of the process flow involved in delivering a desired outcome, service, or product (a “value stream”) to customers. Work on “current state” process map to identify areas for improvement. Identify how long each step takes and how much time there is between each step in the process. Identify the value-added time and the “waste” time for each step. Begin tracking ideas for the Project Implementation Plan. Invite guests in to provide input into the process. Report out to all project team members.

- Room 4C – Surplus Property Review Process Standardization Team/Report out at 3:30 p.m.
- Room 4B – Solid Waste Facility Individual Permits Team/Report out at 3:45 p.m.
- Room 4D – Air Quality Monitoring Data Acquisition Improvement Project Team/Report out at 4:00 p.m.
- Room 2B – Revisit/Revise Hearing Procedures & Rules of Practice Team/Report out at 4:15 p.m.

Day 3. Kaizen Event – “Just Do It Day” – May 19

Logistics: Each project team has been assigned to a conference room and will meet for the greater part of the day. Each team will report their day’s activities to all project team members and indicate what they will accomplish the next day.

- Room 4C – Surplus Property Review Process Standardization Team/Report out at 3:30 p.m.
- Room 4B – Solid Waste Facility Individual Permits Team/Report out at 3:45 p.m.
- Room 4D – Air Quality Monitoring Data Acquisition Improvement Project Team/Report out at 4:00 p.m.
- Room 2B – Revisit/Revise Hearing Procedures & Rules of Practice Team/Report out at 4:15 p.m.

Overview: Continue with Value Stream Mapping exercise, including beginning the “future state” process map. Break into sub-teams. Begin developing new forms, data entry screens, etc. Invite guests (may include members of previous Lean teams) to provide input into the process maps. Choose three to five key performance indicators by which your team will measure its success. Begin developing the Project Implementation Plan. Report out to all project team members.

Day 4. Kaizen Event – “Judgment Day” – May 20

Logistics: Each project team has been assigned to a conference room and will meet for the greater part of the day. Each team will report their day’s activities to all project team members and indicate what they expect to accomplish the next day.

- Room 4C – Surplus Property Review Process Standardization Team/Report out at 3:30 p.m.
- Room 4B – Solid Waste Facility Individual Permits Team/Report out at 3:45 p.m.
- Room 4D – Air Quality Monitoring Data Acquisition Improvement Project Team/Report out at 4:00 p.m.
- Room 2B – Revisit/Revise Hearing Procedures & Rules of Practice Team/Report out at 4:15 p.m.

Overview: Finalize the “future state” process map. Invite guests (may include members of previous Lean teams) to provide reactions to your “future state.” Begin formatting the PowerPoint presentation. Continue developing the Project Implementation Plan and drafts of new forms. Prepare visuals for Key Performance Indicators that relate to the new process. Report out to all project team members.

Day 5. Kaizen Event – “Final Reporting and Celebration Day” – May 21

Logistics: Each project team meets in its individual conference room from 8:30 a.m. to 1 p.m. **All teams then move to the Phoenix Auditorium for their final presentations beginning at 1 p.m. At approximately 2:30 p.m., all teams will move to Conference Rm. 4B for the celebration.**

- Room 4C – Surplus Property Review Process Standardization Team/Report 1:00 p.m. to 1:20 p.m.
- Room 4B – Solid Waste Facility Individual Permits Team/Report 1:20 p.m. to 1:40 p.m.
- Room 4D – Air Quality Monitoring Data Acquisition Improvement Project Team/Report 1:40 p.m. to 2:00 p.m.
- Room 2B – Revisit/Revise Hearing Procedures & Rules of Practice Team/Report 2:00 p.m. to 2:20 p.m.

Overview: Finish PowerPoint presentation and Project Implementation Plan by 1 p.m. Final Report presentations will be made to all teams and invited guests in the Phoenix Auditorium beginning at 1:00 p.m. Each team will present for twenty minutes and everyone on the team must participate (order to be determined that day). There will be time for questions from the audience. Certificates will be awarded to Project Team Leaders, Members, and Champions. Celebration and refreshments follow in Conference Rm. 4B.

Adjourn

Notes:

1. Due to the Commissioner's availability each day, teams will be notified if the report-out schedules change.
2. Report Outs – Questions to Answer Each Day
 - a. What did you do today?
 - b. What will you accomplish tomorrow?
 - c. What help do you need to move forward and be successful?

DEP Lean Initiative

DEP Lean Coordinator: Karen Caliendo, Human Resources Division

DEP Lean VII Project Teams (May 17-21, 2010/Hartford)

Project Name: **Office of Adjudications: Revisit/Revise Hearing Procedures & Rules of Practice**

Bureau: Office of the Commissioner, Commissioner Marrella

Team Leader: Kenneth Collette

Team Members: Jean Dellamarggio, Dean Applefield, Edith Pestana, Cheryl Chase, Tatiana Abreu, Merrily Gere, Nicole Lugli, and Brian Golembiewski

Team Champion: Kim Hudak

Team Sponsor: Janice Deshais

Project Name: **Air Quality Monitoring Data Acquisition Improvement Project**

Bureau: Air Management, Anne Gobin

Team Leader: Peter Babich

Team Members: Dennis Demchak, Dean Tully, Randy Semagin, Reid Matusek, Mark Demko, Trevor DePass, Michael Geigert, and Angella Levy

Team Champion: Tracy Babbidge

Team Sponsor: Anne Gobin

Project Name: **Surplus Property Review Process Standardization**

Bureau: Office of the Commissioner, Commissioner Marrella

Team Leader: Martha Fraenkel

Team Members: Suzanne Barkyoub, Laurie Giannotti, David Fox, Sheila Gleason, Ann Kilpatrick, David Kozak, Beth Brothers, and Mary Sherwin

Team Champion: Peter Francis

Team Sponsor: Tom Tyler

Project Name: **Solid Waste Facility Individual Permits**

Bureau: Materials Management and Compliance Assurance, Yvonne Bolton

Team Leader: Elaine Coelho

Team Members: Sherill Baldwin, Denver Dixon, David McKeegan, Patricia Porter, Calin Tanovici, Gabrielle Frigon, Carey Hurlburt, Jennifer Pagach, Roslyn Reeps, and Jaimeson Sinclair

Team Champion: Charles Neziyana

Team Sponsor: Diane Duva

DEP Lean Initiative

DEP Lean Coordinator: Karen Caliendo, Human Resources Division

DEP Lean VI Project Teams (January 25-29, 2010/Hartford)

Project Name: Improvement in NDDB Species Review Request Processing

Bureau: Natural Resources

Team Leader: Kate Moran

Team Members: Dawn McKay, Karen Zyko, Julie Victoria, Nancy Murray, Laura Saucier, Marilyn Stone, Dennis Schain, and Bob Gilmore

Team Champion: Kim Hudak

Team Sponsors: Rick Jacobson and Jenny Dickson

Project Name: Diagnostic and Therapeutic X-Ray Device Registration and Radioactive Materials and Industrial Devices

Bureau: Air Management, Anne Gobin

Team Leader: Denny Galloway

Team Members: Andrew Zwick, Simone Maxwell, Maxine McCarthy, Belinda Cruz, Tina Dreselly, Robert Hannon, Dennis Thibodeau, Irene Garcia, and Bea Milne

Team Champion: Tessa Gutowski

Team Sponsor: Edward Wilds

Project Name: State Forest Management Planning

Bureau: Natural Resources

Team Leader: James Parda

Team Members: Jerry Milne, Will Hochholzer, Deatra Slivinsky, Pete Picone, Douglas Jann, Roslyn Reeps, Judith Singer, and Martha Fraenkel

Team Champion: Christopher Martin

Team Sponsor: Deputy Commissioner Susan Frechette

DEP Lean V Project Teams (October 26-30, 2009/Hartford)

Project Name: Evaluate & Review Selected DEP Health & Safety Activities

Bureau: Financial & Support Services, William Evans

Team Leader: William Gerrish

Team Members: Sonya Mathis, John Cimochoowski, Jr., Jonathan Goldman, Therese Schnoor, John Gardiner, Sharon Gustave, Margaret Sargis, Mary Sherwin, and Veronica Ferris

Team Champion: Victor Masi

Team Sponsor: William Evans

Project Name: Evaluate the Review and Approval Process Used for Onsite Wastewater Disposal System Repairs & Upgrades

Bureau: Materials Management and Compliance Assurance, Yvonne Bolton

Team Leader: Antoanela Daha

Team Members: Jennifer Zmijewski, Joe Wettemann, Ramona Gravesande, Enna Herrera, Michael Hart, Naomi Davidson, and Judy Prill

Team Champion: Robert Kaliszeski and Denise Ruzicka; Tessa Gutowski – Pre-Kaizen Meetings

Team Sponsors: Kim Hudak and Oswald Inglese

Project Name: SIMS Enforcement Data Entry Standard Operating Procedures

Bureau: Office of the Commissioner, Commissioner Marrella

Team Leader: Cheryl Chase

Team Members: Doug Hoskins, Sarah Ely, Joseph Schiavone, Brad Robinson, Helen Robbins, Carmencita Wilson, Jon Scull, David Holmes, Tina Dreselly, and Dennis Thibodeau

Team Champion: Susan Zampaglione

Team Sponsor: Nicole Lugli

DEP Lean IV Project Teams (May 11-15, 2009/Hartford)

Project Name: NPDES Permit Processing Coordination
Bureau: Materials Management and Compliance Assurance, Yvonne Bolton
Team Leader: Charles Nezianya
Team Members: Enna Herrera, Ewa Sukcik, Ken Major, Steve Edwards, Rose Gatter-Evarts, Chris Sullivan, Traci Iott, Fred Riese, and David McKeegan
Team Champion: Tessa Gutowski
Team Sponsors: Kim Hudak and Oswald Inglese

Project Name: Clean Water Fund Agreements
Bureau: Water Protection and Land Reuse, Betsey Wingfield
Team Leader: Joseph Wagner
Team Members: Hank Olszewski, Lee Rogers, Dennis Greci, Ann Straut-Edsen, Stela Marusin, and George Hicks
Team Champion: William Hogan
Team Sponsor: Paul Stacey

Project Name: Re-Evaluation of the Title V Major Source Inspection Process
Bureau: Air Management, Anne Gobin
Team Leader: Dennis Demchak
Team Members: Bill Wihbey, Debra Tedford, Mark Potash, Rickey Bouffard, Jared Millay, Kiernan Wholean, Meghan Morrison, and Tom McCusker (EPA)
Team Champion: Elizabeth Mcauliffe
Team Sponsor: Bob Girard

DEP Lean III Project Teams (Feb. 2-6, 2009/Hartford)

Project Name: Improvements to the Environmental Land Use Control Application (ELUR) Process
Bureau: Water Protection and Land Reuse, Betsey Wingfield
Team Leader: Peter Hill
Team Members: Tony Bobowicz, Jeff Wilcox, Jing Chen, Camille Fontanella, Melisa Chan, Paul Jameson, and Bill Hogan
Team Champion: Robert Bell
Team Sponsor: Patrick Bowe

Project Name: Transition from Teaching Boating Safety Education to Testing
Bureau: Outdoor Recreation, Thomas Morrissey
Team Leader: John Annino
Team Members: Tim Delgado, Mark Chanski, Susanna Simonds, Gwendolynn Flynn, John Robinson, and Tessa Gutowski
Team Champion: Eleanor Mariani
Team Sponsor: Tom Morrissey

Project Name: Improvements to the Requisition and Purchasing Workflow Process
Bureau: Financial and Support Services, William Evans
Team Leader: Nancy Lent
Team Members: Vic Masi, Sonya Mathis, Karen Lewin-Hicks, Kathe Skibisky, Pauline Blackstock, Patricia DeRosa, and Christopher Martin
Team Champion: Pete Zack
Team Sponsors: Susan Frechette, Graham Stevens and William Evans

DEP Lean II Project Teams (Oct. 6–10, 2008/Hartford; Dec. 8–12, 2008/Quinebaug Hatchery)

Project Name: Improvement in Solid Waste Enforcement Program

Bureau: Materials Management and Compliance Assurance, Yvonne Bolton

Team Leader: Darlene Sage

Team Members: Frank Gagliardo, Bethany Dunbar, Stan Gormley, Gene MacGillis, Laurene McEntire, Joseph Schiavone, and Paula Guerrera

Team Champion: Nicole Lugli

Team Sponsor: Robert Isner

Project Name: Evaluation of the Storage Tank Compliance Inspection Process

Bureau: Materials Management and Compliance Assurance, Yvonne Bolton

Team Leader: George Purple

Team Members: Lori Saliby, Phil Wilde, Robert Shuler, Omar Tyson, Marshall Hoover, Bob Girard, and Dave Holmes

Team Champion: MaryAnne Nusom Haverstock

Team Sponsor: Peter Zack

Project Name: Inland Water Resources Division Permit Sufficiency Review Team

Bureau: Water Protection and Land Reuse, Betsey Wingfield

Team Leader: Jeff Caiola

Team Members: Gary Steinhaus, Robert Gilmore, Sara Radasci, Sharon Yurasevecz, Tammy Talbot, Stacy Pappano, and Brian Golembiewski

Team Champion: Denise Ruzicka

Team Sponsor: Betsey Wingfield

Project Name: Statewide Fish Distribution – Quinebaug Hatchery

Bureau: Bureau of Natural Resources, Edward Parker

Team Leaders: Dave Sumner and Tim Barry

Team Members: Art Klein, Joe Ravita, Neal Hagstrom, Chris McDowell, and Jamie Hays

Team Champion: MaryAnn Nusom Haverstock

Team Sponsor: Rick Jacobson

DEP Lean I Project Teams (June 9-12, 2008/Hartford)

Project Name: Major Source Air Permit Modeling

Bureau: Air Management, Anne Gobin

Team Leader: Dave Wackter

Team Members: Jude Catalano, Dave LaRiviere, Ric Pirolli, Ron Freeto, Anne Hulick, and Gary Kleiman and Kathleen Fahey (representatives from NESCAUM)

Team Champion: Tracy Babbidge

Project Name: Evaluation of WPED's Enforcement Programs

Bureau: Bureau of Materials Management and Compliance Assurance, Yvonne Bolton

Team Leaders: Donna Seresin and Will Oros

Team Members: Colette Ready, Melissa Blais, Donna Seresin, Sarah Husband, Nicole Lugli/Sue Zampaglione, Anne Dana, and Rick Jacobson

Team Champion: Tessa Gutowski

Project Name: Improvement in OLISP Permit Processing Timeframes

Bureau: Bureau of Water Protection and Land Reuse, Betsey Wingfield

Team Leader: Sue Bailey

Team Members: Tonia Selmeski, Sue Bailey, Jeff Westermeyer, Peter Francis, Karen Onofri, Jeff Caiola, and Karen Caliendo

Team Champion: Brian Thompson

DEP Lean Implementation Team: Amey Marrella, Robert Bell, Jeff Caiola, Karen Caliendo, Pat DeRosa, Diane Duva, Peter Francis, Robert Girard, Tessa Gutowski, Kim Hudak, Rick Jacobson, Nicole Lugli, Elizabeth Mcauliffe, Ric Pirolli, and Peter Zack